

**1 JULY 1997**



**Operations**

**AIR MOBILITY COMMAND EXERCISE  
PROGRAM**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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Supersedes AMCI 10-201, 30 November 1994,  
and AMCI 10-204, 5 April 1996.

Pages: 24  
Distribution: F

This instruction guides AMC implementation of the Air Force Exercise Program (AFEP). It directs compliance with the Air Force Remedial Action Program (AFRAP) as defined in AFI 10-204, *Participation in the Military Exercise Program*. It does not limit a commander's rights or responsibilities to plan, conduct, or evaluate readiness and training exercises. Use this instruction with Chairman of the Joint Chiefs of Staff (CJCS), Air Force, commander in chief (CINC), and major command (MAJCOM) exercise documents. The reports in AMCI 10-204 are exempt from licensing according to AFI 37-124, *The Information Collections and Reports Management Program; Controlling Internal, Public, and InterAgency Air Force Information Collections* (formerly AFR 4-38). This instruction also applies to Air National Guard (ANG) and Air Force Reserve Command units and members.

**SUMMARY OF REVISIONS**

Revised to combine AMCI 10-201, *Air Mobility Command Exercise Program*, and AMCI 10-204, *AMC CJCS Exercise Steering Committee*. Reflects formation of HQ AMC/DOP, Exercise Policy Division, and TACC/XOP, Global Readiness Directorate. Contains expanded portions addressing AMC participation in Air Force After Action Reporting System (AFAARS) and Joint Universal Lessons Learned System (JULLS).

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## Chapter 1

### PURPOSE, OBJECTIVES, AND PLANNING GUIDANCE

**1.1. Purpose.** This instruction supports the Air Force Exercise Program (AFEP) as described in AFI 10-204. It defines the exercise planning process, establishes training requirements, and sets after action reporting guidelines.

**1.2. Objectives.** The AMC goal is to achieve maximum benefits from exercises. This will enhance readiness, boost combat capability, streamline procedures, and identify weaknesses. A regular cycle of planning, exercising, and reviewing lessons learned will keep AMC finely honed for meeting wartime commitments.

**1.3. Planning Guidelines.** Refer to AFI 10-204 for AFEP guidelines.

## Chapter 2

### RESPONSIBILITIES

#### 2.1. HQ AMC :

2.1.1. AMC provides support to exercises sponsored by all levels of the Department of Defense.

2.1.2. The HQ AMC CJCS Exercise Steering Committee reviews CJCS exercise schedules and approves AMC exercise objectives based on the Joint Mission Essential Tasks (JMETs). Functional area managers at HQ AMC participate in the steering committee process by developing and implementing exercise objectives. Upon approval, the objectives are given to the supported CINC through USTRANSCOM for inclusion in the exercise. The Committee will perform the following functions:

- Coordinate AMC forces participation in CJCS exercises for a subsequent 3-year period
- Establish CJCS budget requirements, to support all AMC force participation in CJCS exercises and their respective planning conferences, for a subsequent 3-year period
- Establish a list of specific CJCS exercises for development of AMC training objectives for a subsequent 3-year period
- For each selected CJCS exercise, establish and approve training objectives that support the Joint Mission Essential Task List (JMETL), or that support "AMC only" requirements
- Review selected CJCS exercises
- Meet quarterly to review selected CJCS exercises relative to AMC force list, PE 28011F budget, exercise objectives, and exercise objectives status
- Serve as the accountability mechanism for proper AMC CJCS exercise force listing, budgeting, objectives development, and lessons learned reporting

2.1.3. HQ AMC/DOP will perform the following functions:

- Serve as the POC for CJCS long-range exercise planning
- Provide oversight for AMC participation in exercises
- Schedule and record Exercise Steering Committee meetings
- Coordinate AMC attendance at planning conferences for major exercises
- Conduct the command's Remedial Action Program (RAP)
- Collect and distribute lessons learned from contingencies and exercises

2.1.4. HQ AMC TACC accomplishes the planning and execution for AMC participation in exercises. TACC is the execution/approval authority for active duty unit participation in exercises through the scheduling process. HQ AMC TACC may direct wing/unit participation in exercises. HQ AFRC and ANG/XO will direct Air Reserve Component (ARC) unit participation in coordination with HQ AMC TACC.

2.1.5. HQ AMC functional area managers help plan, execute, and evaluate major exercises. They also participate in the evaluation process and the command RAP. HQ AFRC and ANG/XOD functional managers will designate ARC units to participate in specific exercises. Each HQ AMC functional area manager will establish a POC for exercise planning and coordinating. Include risk management principles to reduce potential for mishap (see AFI 91-213, *Operational Risk Manage-*

ment Program, and AFPAM 91-214, *Operational Risk Management Implementation and Execution* (forthcoming)).

2.1.6. The Air Mobility Warfare Center (AMWC) interfaces with the AMC exercise program through the curriculum development process. As individual courses and lesson plans are updated, command lessons learned are incorporated by instructors and guest speakers during the research phase. This interface ensures course discipline taught at the AMWC reflects command doctrine and policy derived from exercise lessons learned.

## **2.2. Wings and Units:**

2.2.1. Units should be involved in exercise scenarios as much as possible. Avoid viewing unit participation in exercises as limited to providing airlift or air refueling; look for opportunities to exercise unit-level tactics and procedures. Whenever possible, include Operations Security (OPSEC) initiatives in AMC-sponsored and local exercises to identify possible AMC vulnerabilities. Record lessons learned and review them as part of your exercise cycle.

2.2.2. AMC wings will brief all wing personnel participating in an exercise prior to departing home station. The briefing will include, but is not limited to, general concept of operations, AMC objectives, mission schedules, operating locations, and crew procedures.

2.2.3. Active duty units participating in HQ AMC-directed exercises are required to submit After Action Reports (AAR) to HQ AMC DOP. ARC units will submit AARs (if ARC coalition forces are used, designated lead units will collect and consolidate all AARs). Units will develop a Remedial Action Program in conjunction with their exercise program (see [Chapter 4](#)).

2.2.4. Local exercises should identify specific goals and objectives in order to optimize training. Comply with AFI 10-204 and this regulation and adapt the guidance to individual requirements. Plan and conduct locally generated exercises in which all tasked Unit Type Codes (UTCs) listed in the Global Assets Listing (GAL) are processed for deployment at least once each year. Participation in higher headquarters-directed exercises that task GAL UTCs may also satisfy this requirement.

## Chapter 3

### EXERCISE PROCESS

**3.1. General.** The joint community sponsors hundreds of exercises each year, and AMC has some participation in the majority. AMC participates in CJCS exercises to provide air mobility support to sponsoring CINCs, training for AMC forces, and education concerning air mobility processes and capabilities for the joint community. Each exercise's scope, size, location, and scenario dictate the appropriate level of planning and participation by AMC headquarters staff, TACC, Numbered Air Forces, wings, and units. Unit participation, both active and ARC, may range from single, small, units (e.g., combat camera detachments) to core airlift, air refueling, or air mobility wings. Exercise OPRs vary based on functional area involvement. This chapter outlines policies and procedures common to most exercises requiring AMC involvement.

**3.2. Exercise Steering Committee (ESC).** This organization, composed of AMC staff personnel, convenes to develop and coordinate training for AMC in CJCS exercises. The ESC is the approving authority for decisions regarding AMC level of participation and objectives in future exercises. Committee membership will consist of the following functional managers: HQ AMC/CEO, DOF, DOG, DON, DOO, DOT, DOU, DOW, DOX, DOY, DOZ, DPX, FMP, IGP, INO, LGX, PAR, SCM, SEF, SEG, SGX, SFO, SVX, XPD, XPY, 3FIR/XP, and TACC/RFG, RFR, XOC, XOO, and XOP. Additionally, each member will appoint an action officer to attend the working group meetings that precede regular ESC meetings. DDO-O chairs and HQ AMC/DOP administers the committee. The chairperson may appoint supplementary members as required.

3.2.1. HQ AMC/DOP will brief the ESC on:

- Changes in CJCS exercise AMC force lists and budget requirements
- Status of objectives for unexecuted exercises
- Status of Joint Universal Lessons Learned (JULLs) for completed exercises
- Proposed and approved objectives of upcoming CJCS exercises
- High-visibility upcoming exercises for the attention of the command staff. Exercise OPRs may be called upon to provide this briefing; HQ AMC/DOP will provide presentation format.

3.2.2. ESC members represent their area's interests in the exercise process and keep subordinate agencies advised of pertinent issues. Functional areas with regular exercise participation will develop a two-year exercise schedule to facilitate planning, funding, and training. These functional areas include IGP, SGX, SCM, TACC/XOOK, and any others designated by the ESC chairman.

**3.3. Objective Development.** ESC members will provide exercise objectives and supported JMETs. Objectives should be specific, taking into account current issues and past experience. HQ AMC/DO will submit approved committee objectives to the applicable supported CINC through USTRANSCOM J3/4 for inclusion in the overall exercise scenario. This submission should be prior to scenario scripting by the supported CINC, which could be as early as two years prior to the exercise start. Exercise objectives approved by the AMC CJCS Exercise Steering Committee are listed in the exercise Operations Orders (OPORDs).

**3.4. Planning Conferences.** Most major exercises have three planning conferences: the Initial Planning Conference (IPC), the Mid-Planning Conference/Master Scenario Events List Review (MPC), and the Final Planning Conference (FPC). These conferences provide a forum for coordinating objectives, scenarios, and force lists. AMC representation depends on functional area participation. HQ AMC/DOP and TACC/XOP will coordinate prior to IPCs for major exercises to determine conference attendance.

**3.5. AMC Inspector General (IG).** The IG periodically accomplishes Operational Readiness Inspections (ORI) during CJCS exercises. Prior to each CINC's long-range scheduling conference, HQ AMC/IG personnel coordinate with DOP and match up future ORIs with appropriate exercise scenarios. After coordination through HQ AMC/DOP, the Exercise Steering Committee, and the units to be inspected, and approval by the supported CINC, units are force listed against target exercises. Short-range coordination in the planning phase is accomplished among the IG Planning and Scheduling Division (HQ AMC/IGP), HQ AMC TACC/XOP, and the supported CINC exercise plans office. HQ AMC/IG personnel attend the appropriate exercise planning conferences. During the execution phase, HQ AMC/IG team representation is added to the CINC joint exercise control mechanism.

**3.6. Coordination with Units.** HQ AMC TACC plans mobility support for CJCS exercises and directs units to participate via Warning Order (WARNORD), Execute Order (EXORD), Operation Order (OPORD), the normal scheduling process (including Air Mobility Taskings and Air Tasking Orders), or short notice taskings. ANG and HQ AFRC will coordinate and schedule all ARC assets. Once individual units have been identified for participation in HQ AMC-directed exercises, HQ AMC functional area managers will ensure units know the AMC objectives for that exercise. Units are not limited to the listed objectives but should also develop unit-specific objectives to optimize the training opportunities available. HQ AFRC, ANG, and HQ AMC/DOG will ensure participating ARC units develop their own training objectives and are in possession of the exercise objectives.

**3.7. Exercise Control Groups.** Planning and execution of Command Post Exercises (CPX) require a coordinated, headquarters-wide effort. This is accomplished through Exercise Control Groups (ECG). Functional managers will provide representatives to ECGs. Highly experienced and motivated individuals should be appointed to ECGs, since the quality of exercise training depends largely on the quality of the ECG's preparation. The ECG will:

- Coordinate command exercise planning directives and player instructions
- Develop the AMC exercise scenario and STARTEX SITREP, when required
- Draft Master Scenario Events Lists (MSELs)
- Oversee exercise play
- Create post-exercise evaluation reports

**3.8. SIOP Exercises.** Once per quarter, HQ AMC/DOX, along with USSTRATCOM and HQ ACC/DOX, offers the opportunity for all SIOP-committed KC-135 units to participate in a force-wide FTX/CPX. The SIOP Response Cell (SRC) will form and operate in the HQ AMC TACC Temporary Secret Working Area (TSWA). AMC units with a SIOP commitment will exercise and evaluate a SIOP generation once per year. To the maximum extent possible, SIOP exercises will coincide with USSTRATCOM/AMC/ACC SIOP exercises (e.g., GLOBAL GUARDIAN, GLOBAL ARCHER, etc.). Unit planners requiring specific events to be exercised should submit them to the HQ AMC/DOP for coordination with HQ AMC/DOXS and Exercise Steering Committee approval NLT 90 days prior to STARTEX.



3.8.1. AMC participates in the following SIOP exercises:

- GLOBAL GUARDIAN: A multi-MAJCOM exercise developed in coordinated segments to test every facet of the SIOP. This exercise requires maximum participation from all units, active duty and ARC.
- GLOBAL ARCHER: A USSTRATCOM, ACC, and AMC-coordinated exercise designed to test generation and connectivity of AMC assets. Shorter in length than GLOBAL GUARDIAN, the objectives and procedures remain the same.
- PHOENIX JEWEL: An AMC exercise designed to test generation and connectivity of AMC assets. This exercise will be tailored to fit the needs of any AMC unit for duration, timing, and objectives.

3.8.2. Unit level of participation in SIOP exercises is under the following guidelines:

- SIOP-tasked units will participate at the CPX level in any SIOP exercise.
- GLOBAL GUARDIAN: Active duty units scheduled with SIOP-committed tankers are required to participate at the FTX level with all available aircraft. Units without SIOP-committed tankers but with a SIOP commitment in their DOC statements will be ready to fulfill backfill requirements or TNO/DPO taskings.
- ARC units with SIOP commitments will perform in exercises as any similarly committed active duty unit. The unit commander will determine unit capability and level of participation in SIOP exercises. They will participate at the CPX level as a minimum. ARC units are highly encouraged to participate at the FTX level during GLOBAL GUARDIAN.
- If a unit participates in an exercise at the FTX level and the unit commander's goals are met, the unit may locally alter the posture of the unit's aircraft and crews (e.g., releasing crews to telephone stand-by until exercise termination) and continue the exercise at the CPX level. Units should plan to play at the FTX level during GLOBAL GUARDIAN exercises until their tasked aircraft have been generated and have completed an engine start exercise.
- Units that FTX will assemble SIOP support teams IAW local procedures, COMAMC 8044-XX and all other applicable guidance, and will establish connectivity with USSTRATCOM and Commander Task Force Tanker (CTF 294).
- All Forward Located Alert Generation (FLAG) and dispersal deployments for these exercises may be simulated. Units will generate up to ready-to-start engines and simulate deploying aircraft.
- All participating units, including ARC forces, will operate command post functions on a 24-hour basis throughout the exercise.
- Scheduled air refueling commitments will be honored.

3.8.3. Unit reporting will be through the Force Management Information System (FMIS), the "R" data base, unless directed otherwise by the exercise POC. All participating units will submit all required reports (e.g., FORGEN, SITREPs, Support Team Status, and Initial Launch Reports) as required by MCR 55-8, (S) *Force Management Information System Users Manual* (U).

3.8.4. Units participating in SIOP exercises will submit single observation lessons learned to HQ AMC/DOP within 10 working days of exercise termination (see [Chapter 4](#)). HQ AMC/DOP will forward to HQ AMC/DOXS.

**3.9. USAF/MAJCOM Directed Exercises.** HQ AMC or tasked units may plan involvement in USAF-directed and MAJCOM-directed exercises. Attendance at exercise planning conferences provides participants the opportunity to develop and coordinate the exercise scenario. Policy is to maximize AMC training in these exercises. Conferees must be prepared to be an advocate for AMC command and unit objectives. Contact HQ AMC/DOP or the appropriate HQ AMC POC if you have questions, suggestions for improvement, or after-action reports.

**3.9.1. FLAG Exercises.** AMC forces participate in these ACC-sponsored exercises in order to train in this threat environment and to support other participants. HQ AMC/DOKT plans AMC airlift participation in RED/ GREEN/MAPLE FLAG exercises. HQ AMC/TACC/XOOMK coordinates tanker unit participation (active duty and ARC) in RED/GREEN/MAPLE FLAG exercises. Tanker planning is conducted by AMWC/OL-B at Nellis AFB in conjunction with lead unit planners. Units tasked to participate in a FLAG exercise will attend the associated planning conferences and are responsible for providing their unit specific training objectives and goals. HQ AMC/DOKT will present command availability and general scenario development for RED/GREEN/MAPLE FLAGs at the yearly planning conference sponsored by HQ ACC/DOXE. AMWC will perform this function for BLUE FLAGs.

**3.10. Security Police Participation.** Active duty AMC Security Police mobility support forces will participate annually in an off-station JCS exercise, Joint Readiness Training Center exercise, or MAJCOM unit training deployment, i.e., SILVER FLAG ALPHA or PHOENIX ACE. Additionally, AMC Security Police forces may be tasked to provide force protection for AMC units and assets participating in exercises.

**3.11. Base Disaster Preparedness (DP) Exercises.** The Exercise and Evaluation Team chief will develop a two-year local exercise schedule to facilitate forecasting, funding, programming, training, and manpower requirements. Refer to AFI 32-4001, *Disaster Preparedness Planning and Operations*, for policy and guidance for planning, conducting, and evaluating base DP exercises.

**3.12. Civil Engineering Support.** The base civil engineer plans and executes exercise support for the following major program areas and exercise-related functions:

- Explosive ordnance disposal
- PRIME BEEF
- Disaster Preparedness
- Fire Protection
- RED HORSE
- Base Operating Support
- Force Beddown
- Field Sanitation
- Electrical Power and Distribution
- Airfield Lighting
- Hazardous Waste Management

- Entomology
- Heating, Ventilation, and Air Conditioning
- Water Purification and Storage
- Environmental Impact Analysis
- Ability to Survive and Operate (ATSO)
- Damage Assessment and Repair
- Rapid Runway Repair
- Contingency Airfield Lighting
- Protective Shelter Program
- Aircraft Revetments/Shelters
- Airfield Denial
- Camouflage, Concealment, and Deception (CCD)
- Nuclear, Biological, Chemical and Conventional Warfare Defense

**3.13. USAF Weapons School Mission Employment (ME) Phase.** AMC tanker participation in the ME Phase is planned and directed by the AMWC. Air refueling participation is scheduled by HQ AMC TACC/XOOT. The AMWC is responsible for specific training goals and objectives.

## Chapter 4

### AFTER ACTION REPORTING REQUIREMENTS

**4.1. Joint After Action Reporting System (JAARS) and Air Force After Action Reporting System (AFAARS).** Joint Pub 1-03.30, *Joint After-Action Reporting System*, and AFI 10-204 contain procedures for submitting After Action Reports (AAR). Units participating in CJCS exercises, other joint exercises, Air-Force designated exercises, and real-world operations are required to submit AARs to HQ AMC/DOP.

**4.2. After Action Reports.** AARs are used to meet the requirements of the JAARS and AFAARS. AMC units participating in exercises or operations as defined in paragraph 4.1, are required to submit AARs to HQ AMC/DOP. AARs from participating units will be included in the HQ AMC AAR for each exercise and forwarded to HQ USAF or USTRANSCOM, as appropriate. If available, use Joint Universal Lessons Learned System (JULLS) or JULLS Instructional Input Program (JIIP) software to submit after action reports. See [Figure 4.1](#) for JULLS after action report format.

**4.3. Joint Universal Lessons Learned System (JULLS).** Each limitation or deficiency identified in an AAR should also be described in an individual lesson learned attached to the AAR. Other lessons learned may also be submitted as appropriate. Use the JULLS format for all lessons learned. Forward lessons learned which cannot be resolved at the wing level to HQ AMC/DOP. Lessons learned which are resolved at wing level, but which should be included in the AMC lessons learned data base may also be forwarded to HQ AMC/DOP. Include corrective action taken in the comments section of these lessons learned. Appropriate OPRs will be assigned at HQ AMC to resolve outstanding issues. Issues which cannot be resolved at HQ AMC will be forwarded to HQ USAF or USTRANSCOM, as appropriate. If available, use JULLS or JIIP software to submit lessons learned. See [Figure 4.2](#) for the JULLS lessons learned format.

4.3.1. The HQ AMC lessons learned data base incorporates JULLS and AARs from CJCS exercises, Air Force-designated exercises, and real-world operations. Regular meetings are held at HQ AMC to review the status of open lessons learned (see [Chapter 5](#)). The Exercise Steering Committee uses information from AARs and JULLS when establishing objectives for future exercises to validate the corrective actions for past problems. The JULLS software and AMC lessons learned database are available from HQ AMC/DOP.

4.3.2. Many lessons learned or problems encountered by a unit during an exercise or operation are not significant enough to merit notification or resolution by higher headquarters. This does not mean, however, that these lessons learned should not be recorded. On the contrary, units should have all lessons learned recorded along with the corrective action. This provides a framework for the required AAR as well as the basis for a local review or hot wash of the exercise. They provide an excellent history for continuity purposes. Lessons learned should be reviewed prior to preparation for the next exercise so corrective action can be assessed.

**4.4. After Action Reviews (Hot Washes).** HQ AMC/DOP is the command OPR for coordinating after action reviews directed by AMC/CC/CV or HQ AMC/DO, and for preparing coordinated AMC presentations for after action reviews conducted by HQ USAF or USTRANSCOM to which AMC is invited to participate. Normally, HQ AMC/DO is the senior representative at USTRANSCOM after action reviews

and will present the command's briefing. HQ AMC/DOP will maintain a checklist of procedures to be followed and presentation formats for after action reviews.

**Figure 4.1. Sample After Action Report Format**

### **SAMPLE AFTER ACTION REPORT FORMAT**

1. (U) **JULLS NUMBER:** Assigned automatically by computer if you are using the Joint Instructional Input Program (JIIP) or Joint Universal Lessons Learned System (JULLS) Program. If you are not using JIIP or JULLS, leave blank. **OPR:** Enter the Office of Primary Responsibility in this location. The OPR is the Section within the organization that observed the lesson learned. Use upper case characters only. **POC:** The name of the Point of Contact should be entered in this location. The POC is the individual that prepared this information. Use upper case characters. **DSN:** Enter the Defense Switched Network phone number of the POC in this field. **COMMERCIAL PHONE:** The commercial phone number of the POC in this field.
2. (U) **OPERATION: NICKNAME** The nickname is the name of the exercise which includes all of the lessons learned in this group. It is usually two words long and includes the last two digits of the fiscal year. Example: BRIGHT STAR 95. All characters are upper case. Example: Operation JOINT ENDEAVOR conducted by USCINCEUR on **DATE:** Enter either the current date, or the date of the lesson learned in the format MM/DD/YY. If using the JIIP, it will not allow you to input an incorrect date format.
3. (U) **KEYWORDS:** Leave blank; HQ AMC/DOP will enter them later.
4. (U) **TITLE:** The title for this specific lesson learned should reflect both the subject area and the nature of the problem. The title should be less than 75 characters long and may contain either upper or lower case letters or both.
5. (?) **GENERAL DESCRIPTION:** Short description of the operation or exercise, including general statements of the scope and purpose.
6. (?) **DATES:** As a minimum, dates of actual or simulated combat operations. Paragraph will also include deployment, employment, redeployment, mobilization, or other significant dates.
7. (?) **LOCATION OF OPERATIONS:** A short but meaningful list of actual or simulated location of combat operations. An exhaustive list is not necessary, but "Western Hemisphere" is too vague. Primary on/offload, en route and/or stage, and AME locations should be included.
8. (?) **LOCATION OF PERSONNEL:** Location(s) of participants, especially if different from the location of actual or simulated combat operations.
9. (?) **OBJECTIVES:** A short but meaningful list of operation or exercise objectives. A detailed list of all objectives is not necessary, but "improve force readiness" is too vague.
10. (?) **LIMITATIONS:** Specific operation or exercise limitations, including geographic limits to operations, simulation of forces, or other significant limitations.
11. (?) **MAJOR PARTICIPANTS:** A short but meaningful list of the major participants. An exhaustive list is not necessary, but "U.S. Army" is too vague. Identification should be understandable to personnel from other Services.

**NOTES:**

1: JIIP software does not have this format. Scroll to the bottom of the narrative screen and type Paragraphs 5 through 11.

2: Data in Paragraphs 7-10 should reflect AMC participation only.

HQ AMC/DOP, DSN 576-1270, is the OPR for AAR submissions.

**Figure 4.2. Sample JULL Format.**

**SAMPLE JOINT UNIVERSAL LESSONS LEARNED FORMAT**

1. (U) **JULLS NUMBER:** Assigned automatically by computer if you are using the Joint Instructional Input Program (JIIP) or Joint Universal Lessons Learned System (JULLS) Program. If you are not using JIIP or JULLS, leave blank. **OPR:** Enter the Office of Primary Responsibility in this location. The OPR is the Section within the organization that observed the lesson learned. Use upper case characters only. **POC:** The name of the Point of Contact should be entered in this location. The POC is the individual that prepared this information. Use upper case characters. **DSN:** Enter the Defense Switched Network phone number of the POC in this field. **COMMERCIAL PHONE:** The commercial phone number of the POC in this field.
2. (U) **OPERATION: NICKNAME** The nickname is the name of the exercise which includes all of the lessons learned in this group. It is usually two words long and includes the last two digits of the fiscal year. Example: PROUD SPIRIT 80. All characters are upper case. Example: Operation RESTORE HOPE conducted by USCINCCENT on **DATE:** Enter either the current date, or the date of the lesson learned in the format MM/DD/YY. If using the JIIP, it will not allow you to input an incorrect date format.
3. (U) **KEYWORDS:** Leave blank; HQ AMC/DOP will enter them later.
4. (U) **TITLE:** The title for this specific lesson learned should reflect both the subject area and the nature of the problem. The title should be less than 75 characters long and may contain either upper or lower case letters or both.
5. (?) **OBSERVATION:** A short statement of the problem. Identify the problem, not just one of its symptoms. Try to limit each lesson learned to a single problem or successful action.
6. (?) **Discussion:** Amplified problem statement and answers to the "who, what, where, when, why, and how" questions about the problem. If the lesson learned describes the positive actions taken to work around the problem, explain those actions in detail. If the problem could not be solved by the participants, explain why.
7. (?) **LESSON LEARNED:** The lesson learned is a statement of how to work around the problem, which other commanders can use while a permanent solution is being accomplished. Avoid restating or rephrasing the problem, and concentrate on positive actions.
8. (?) **RECOMMENDED ACTION:** Statement on how to correct the problem permanently and who should make the correction. (e.g., the Joint Chiefs of Staff should develop a systematic process to identify and resolve joint doctrine problems"). The action could result in requiring new or modified publications, procuring new equipment, changing force structure, revising command

relationships, improving training, etc. If no corrective action is necessary, enter "None required" in the recommended action paragraph.

9. (?) **COMMENTS:** Other information the submitting organization wishes to add.

HQ AMC/DOP, DSN 576-1270, is the OPR for JULL submissions.

## Chapter 5

### AMC REMEDIAL ACTION PROJECT (RAP) PROGRAM

**5.1. Organization:** The Director of Operations (HQ AMC/DO) is responsible for the AMC Remedial Action Project (RAP) program. The HQ AMC/DOP will administer the RAP program and chair the RAP Review Group (RAP R.G.). Normally an officer from DOP will be appointed as Program Coordinator for the Joint Universal Lessons Learned System (JULLS) and RAP programs. The RAP R.G. will be composed of representatives of all AMC functional areas. The group will meet as required to address RAP items, but will meet quarterly as a minimum.

#### 5.2. Responsibilities:

5.2.1. The JULLS/RAP Program Coordinator will:

- Maintain the AMC JULLS historical database of lessons learned and the database of AMC RAPs in the resolution process.
- Monitor progress of AMC RAP resolution and notify HQ AMC/DOP of the need for senior officer involvement in the process.
- Plan and organize RAP R.G. meetings.
- Coordinate with the Exercise Steering Committee to ensure lessons learned are incorporated into future AMC exercise and contingency planning.
- Coordinate AMC actions within the USTRANSCOM and USAF RAP programs.
- Prepare after-action and JULLS reports as required.

5.2.2. Functional area OPRs will:

- Attend AMC RAP R.G. meetings
- Be the focal point for actions required to close RAP items assigned to their respective functional area.
- Report problems encountered within their functional area during AMC operations and exercises that they deem

5.2.3. The RAP R.G. will:

- Determine if an after-action report item requires entry into the AMC RAP program and assign an OPR.
- Provide guidance on the resolution of problems identified through after-action reporting.
- Determine if an AMC RAP item is closed through completion/validation of corrective action.

**5.3. AMC RAP Process.** The AMC RAP program complies with the requirements of Joint Pub 1-03.30. HQ AMC/DOP maintains two JULLS databases for use by the command. One database contains RAP items in the resolution process. The second database contains all lessons learned that have been received by AMC. HQ AMC/DOP will also distribute updated copies of these databases to TACC, 15 AF, 21 AF, and the AMWC semiannually or as requested.



**5.3.1. Problem Identification.** Critique items/observations are identified to AMC from after-action reports, end-of-tour reports, or other inputs after exercises or other operations. The AMC RAP R.G. will assign each input to one of the following categories:

- Remedial Action Project (RAP). A RAP is a deficiency in policies, supporting strategies, plans, procedures, systems, materiel, or forces that focus on major problems with joint or command implications that can be corrected. No other formal process exists for their remediation.
- Single Agency Item (SAI). SAIs are issues requiring remediation for which the problem and the solution reside solely in one agency, division, or functional area. Resolution of SAIs will be coordinated between the OPR and RAP coordinator. Closure of an SAI will be approved by the RAP R.G. chairperson.
- Procedural Item (PI). PIs are issues for which procedures exist but were not followed. A PI identifies potential areas for training and command emphasis. The RAP coordinator for the functional area will provide the procedural reference. The procedural reference and responsible organization will be annotated in the comments section of the JULL. Repetitive occurrence of a procedural item is justification for the issue to be considered for RAP.
- Exercise Item (EI). EIs are issues that occur in the exercise environment that would not occur in actual operations. Repetitive occurrence of exercise design and management issues from a single agency is justification for that issue to be considered as a RAP for that agency.
- Noted Item (NI). NIs are items that do not require corrective action or for which another formal process exists that is already addressing the issue. NIs include issues that:

-Have been corrected prior to the RAP R.G.

-Are already being worked as a RAP. In this case, the NI should “fold in” to the existing RAP.

-Recommend changes in policies, plans, systems, etc., that have been rejected by the functional area experts.

### **5.3.2. RAP Classification and Reporting Requirements.**

- Active RAP. The solution is being actively pursued by the assigned OPR. Status updates on all active RAPs will be reported to the AMC RAP coordinator at least quarterly.
- Inactive RAP. An inactive RAP is an issue for which the solution cannot be actively pursued because of current policy, funding, etc., or a change in the status of the solution to the problem is not expected for an extended period of time, normally years. Inactive RAPs are reviewed by the RAP R.G. at least annually. Inactive RAPs will be included in the RAP Open Items Book.
- Completed RAP. The OPR has completed all actions to resolve the issue and the RAP is awaiting validation, if necessary. RAPs are recommended for completed status by the OPR to the R.G. After completed status is approved, subsequent status updates need only include the planned method of validation. Completed RAPs are included in the RAP Open Items Book.
- Closed RAP. All actions by the OPR to resolve the issue are completed and the RAP has been validated, if required. These RAPs are placed in the AMC historical JULLS database.

### **5.3.3. RAP Actions:**

**5.3.3.1. Validation.** Validation may be accomplished using any method that provides the RAP R.G. assurance that the problem is fixed. The most common method for RAP validation is through subsequent exercises. In cases where RAP validation is unnecessary or not feasible, the RAP R.G. may declare the RAP closed by decision.

**5.3.3.2. Fold-In (FI).** Issues which are similar in nature and share a common solution should be "folded together" to form a single RAP. Likewise, new issues may be folded into the existing RAP with concurrence of the RAP OPR. The comments section of the new issue JULL will be annotated to identify the JULLS number of the issues that have been folded together.

**5.3.3.3. OPR Transfer.** A current OPR can request a RAP OPRship transfer to another functional area. The current OPR should coordinate the transfer with the prospective OPR prior to a RAP R.G. meeting, and then present the OPRship transfer request to the RAP R.G. as part of the status update. The RAP R.G. must concur to the OPRship transfer action to be complete. OPR transfer actions will be recorded in the remarks section of the RAP item.

**5.3.3.4. Closure.** To close a RAP, the OPR must submit a memorandum to the RAP R.G. summarizing the action taken and the method of validation. The memorandum must provide the RAP R.G. a reasonable level of assurance that all possible actions have been taken to prevent recurrence of the problem. The R.G. may close a RAP when any of the following conditions exist:

- All actions to resolve the problem are completed and the solution has been validated or is not required.

- The OPR determines the issue should not be a RAP.

- Corrective action to remedy the problem was repeated unsuccessfully (e.g., legislative actions fail, budget requests rejected, or recommended corrective actions are continually disapproved). Depending on the nature and criticality of the problem, the RAP may be considered for inactive status rather than closed. Closures resulting from conditions other than full validation will be recorded in the RAP database as "closed by decision."

## Chapter 6

### TRAINING REQUIREMENTS

**6.1. General.** All HQ AMC functional managers will attend Tanker Airlift Management Information System (TAMIS) training at least annually. Exercise participation involving TAMIS use may satisfy this requirement. Contact HQ AMC SCMOT for the current training schedule.

**6.2. Exercise program for Air Mobility Operations Group (AMOG).** The key to providing global support for our assigned missions lies within the structure of the AMOG. To ensure these forces are capable of providing the support required, each squadron will accomplish the training listed.

**6.2.1. Air Mobility Operations Squadrons.** The following list provides minimum exercise events and frequency each AMOS will complete or support. AMOS participation will be of sufficient duration and scope to maintain required proficiency levels. The AMOS commander may tailor personnel and equipment criteria as needed. When exercised, the shelter equipment will be utilized as listed in the C2 Shelter UTC Logistics Detail. Multiple exercise events may be accomplished concurrently. AMOS exercise planners will determine personnel and equipment requirements for these exercises using UTCs as guidelines.

<u>EXERCISE EVENT</u>	<u>FREQUENCY</u>
Participate in Air Operations Center (AOC)	Semiannually
Establish an Air Mobility Element (AME)	Semiannually
Establish a Tanker Management Cell	Semiannually
Participate in CJCS Exercises (CPX and FTX)	Semiannually
Initiate a Mobility Recall	Quarterly
Establish and operate from mobile shelters (Exercise full deployment of associated equipment)	Annually
Designate and task personnel for temporary duties to HQ AMC TACC and ATACC (see note 1)	Biennially
Activate the ATACC (see note 2)	Biennially
Participate in local Mobility Exercises (MOBEX)	As Directed
Set up and operate all radio systems (UHF, SAT-COM voice and data, HF, UHF/VHF, and INMARSAT)	Quarterly
Set up command and control systems (GDSS and C2IPS using INMARSAT and DDN)	Quarterly

#### **NOTES:**

**1:** The AMOS commander will designate and task personnel to perform duty in the AMC TACC. This duty provides designated AMOS personnel an opportunity to train directly with TACC counterparts in

mission planning, execution, and other functional areas. In the 615 AMOS priority will be given to Travis ATACC Flight (TAF) personnel who will activate the ATACC when required.

**2:** The Travis ATACC Flight will activate the ATACC in conjunction with a TACC deployment to the ATACC to the maximum extent possible.

**6.2.2. Air Mobility Squadron.** Each AMS will accomplish all training required by AMCR 55-3, Volume 4, *Contingency and Wartime Deployable Airfield Operations Management* (to be AMCI 10-202V4), AMCI 24-101, Volume 18, *AMC Aerial Port Mobility Units and Aerial Delivery Flights*, AMCI 24-101, Volume 22, *Training Requirements for Aerial Port Operations*, and AMCI 21-104, *Aircraft Maintenance Training*, through daily worldwide taskings such as supporting AMC-directed missions, contingencies, exercises, JA/ATTs, SAAMs, and Joint Readiness Training Center.

6.2.2.1. Aerial Port personnel will ensure they maintain proficiency in garrison by training with the collocated strategic aerial ports, and by deploying to support AMC-directed missions, contingencies, and exercises. Minimum requirements are established in AFI 10-201, *Status of Resources and Training System*, and the squadron's DOC statement.

6.2.2.2. Maintenance personnel will maintain proficiency in garrison through daily aircraft maintenance actions and specifically designed training scenarios. Worldwide taskings supporting AMC-directed missions, contingencies, and exercises will provide ample opportunity to hone wartime skills.

**6.2.3. Combat Camera Squadron.** The key mission of participating Combat Camera units is to provide training to its members at all levels in a multitude of scenarios and environments. A by-product of this essential training is the photographic and video imagery produced by Combat Camera personnel in the field. These products can help significantly in the evaluation, training, after action review efforts, and historical coverage that is integral to the purpose of the exercises. The AMC combat camera functional manager will assist in planning combat camera exercise participation and documentation products.

## Chapter 7

### EXERCISE FUNDING

**7.1. Funding Sources.** There are two primary sources of funding for CJCS exercise costs. The Joint Staff controls and allocates transportation funding for deployment and redeployment of exercise forces. The Air Staff controls and allocates funds to cover incremental costs incurred by Air Force commands and agencies in support of CJCS exercises.

**7.1.1. CJCS Transportation Funding.** The CJCS transportation funds are broken down into four different categories.

- **Airlift:** AMC manages funding for airlift and exercise sponsoring commands are given drawing rights, in airlift capability, against those funds.
- **Sealift:** Managed in a similar manner by Military Sealift Command.
- **Port Handling and Inland Transportation Funds (PH/IT):** Allocated to the services and used to load and unload ships and for surface movement of personnel and equipment deploying and redeploying on CJCS exercises.
- **Commercial Ticket Program (CTP):** Allocated by the Joint Staff to the services to deploy and redeploy small units and individuals to CJCS exercises. To use CTP funding, AMC must recommend CTP as the only available means or most efficient means of deploying and redeploying small forces validated in the exercise Time-Phased Force and Deployment Data (TPFDD) and USTRANSCOM must authorize the use of CTP funds.

**7.1.2. Support Funding for AMC Units/Personnel.** The Air Staff allocates Program Element (PE) 28011F funds to cover incremental CJCS exercise costs for O&M funded AMC activities/personnel. Such costs must be clearly in addition to normal operating costs and may include planning conference TDY/travel, certain civilian overtime costs if directly related to exercise tasking, supplies required for exercises, and TDY/per diem costs for O&M funded personnel participating in CJCS exercises and filling an AMC Deployment Manning Document (DMD) position and validated in the exercise TPFDD. HQ AMC/DOP approves use of PE 28011F funds for AMC. Unit costs must be captured using the applicable CJCS Emergency and Special Programs (ESP) codes placed on the accounting classification immediately following the accounting and disbursing station number on TDY orders. HQ AMC/FMB will not reimburse O&M CJCS exercise support costs without proper PE and ESP codes identified in the accounting system.

**7.1.3. Transportation Working Capital Fund (TWCF).** Costs of AMC exercise operations directly related to industrial funded airlift/flight operations are funded through the TWCF. These TWCF flying hour and commercial contract airlift costs are then charged to the CJCS exercise Military Interdepartmental Purchase Request (MIPR) provided by the Joint Staff. Such flying hour costs normally include:

- All active duty C-141, C-5, and C-17 hours and a portion of Air National Guard and Air Force Reserve C-141 and C-5 hours flown in support of CJCS exercises
- Active duty C-130 hours flown in support of CJCS exercise using AMC-assigned mission numbers
- AMC KC-10 and KC-135 tanker missions flown in the straight airlift mode

- Tanker Airlift Control Element (TALCE), aircraft maintenance, aerial port, mobile aerial port, and airlift operations/flying squadron TDY costs for deployments, site surveys, and planning activities
- Support and contract costs for deployed TWCF units/personnel

TWCF units supporting CJCS exercises must capture these costs by using the applicable CJCS ESP code on the accounting classification of their TDY orders and contractual documents. HQ AMC/FMB will not reimburse TWCF CJCS exercise support costs without proper PE and ESP codes.

**7.2. Airlift Transportation Funding Management.** The exercise-sponsoring command is responsible for planning exercise deployments within their drawing rights on funding provided by CJCS. Validating transportation requirements, to include AMC forces, is also the responsibility of the sponsoring command. AMC units/personnel should plan to deploy and redeploy for CJCS exercises using scheduled military or commercial contract airlift, or through the CTP if authorized by USTRANSCOM. PE 28011F funds are not normally used to fund exercise transportation costs.

**7.2.1. Airlift Cost Accounting.** HQ AMC, through USTRANSCOM, provides the sponsoring command cost estimates based on force list estimates. Later in the planning process these estimates are updated to reflect validated TPFDD requirements. If estimated costs exceed the exercise allocation, AMC and USTRANSCOM advise the sponsoring command. The sponsor must either delete forces to remain within budget, rebudget within his CJCS exercise drawing rights, or request an additional airlift allocation from the Joint Staff. AMC will ensure that airlift transportation costs, to include mission support costs, remain within the budget allocation. Each month, AMC reports actual airlift costs to USTRANSCOM, the Joint Staff, and sponsoring commands.

ROBERT D. GLASS, Colonel, USAF  
Deputy Director of Operations

## Attachment 1

## EXERCISE POINTS OF CONTACT

<u>FUNCTION</u>	<u>POC</u>
Air Base Operability (ABO)	HQ AMC/CEOX, DSN 576-3950
Aircrew Life Support	HQ AMC/DOTL, DSN 576-3906
AMC exercise policy	HQ AMC/DOP, DSN 576-1270
AMOS exercises	HQ AMC/DOOM, DSN 576-2038
BLUE FLAG	AMWC, DSN 944-6766
Civil Engineers	HQ AMC/CEOX, DSN 576-3950
CJCS exercise airflow planning	HQ AMC TACC/XOP, DSN 576-3388
Combat Camera	HQ AMC/SCMV, DSN 576-6892
Communication support	HQ AMC/SCMX, DSN 576-8859
Contingency Support Staff (CSS)	HQ AMC/DOX, DSN 576-2110
Fixed command and control	HQ AMC/DOOC, DSN 576-3391
Intelligence planning	HQ AMC/INOX, DSN 576-3905
Logistics planning	HQ AMC/LGXW, DSN 576-2545
Medical and aeromedical evacuation planning	HQ AMC/SGX, DSN 576-2205
OPSEC	HQ AMC/DOOO, DSN 576-8379/5259

RED/GREEN/MAPLE FLAG	HQ AMC/DOKT, DSN 576-8413, HQ AMC TACC/XOOMJ, DSN 576-1792, and HQ AMC TACC/XOOK, DSN 576-7951
Security Police	HQ AMC/SFO, DSN 576-5274
SIOP exercises and SRC functions	HQ AMC/DOXS, DSN 576-1914
SIOP Response Cell (SRC)	HQ AMC/DOXS, DSN 576-1914
Tactical Deception. Submit after action reports through SPECAT channels.	HQ AMC/DOOO, DSN 576-2647
TAMIS training	SCMOT, DSN 576-3398
USAF Weapons School Mission Employment Phase	AMWC, DSN 944-3016, and HQ AMC TACC/ XOOK, DSN 576-1617
Weather Planning	HQ AMC/DOWX, DSN 576-5082